PROCEEDINGS

OF

THE CONFERENCE ON

IMPROVING PERFORMANCE OF NONGOVERNMENTAL ORGANISATIONS

IN

DEVELOPMENT

21st TO 22nd AUGUST 1993

ORGANISED BY

PROGRAMME ASSESMENT AND DEVELOPMENT SERVICES
(PADS)

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Community Health Cell
Library and Documentation Unit
BANGALORE

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PREFACE

Awakening of the social conscience on the establishment of United Nations in 1945, to help alleviate poverty and help the developing Nations resulted in the establishment of UNDP, UNIDO, WHO, FAO etc. Besides the World Bank, US Aid and initiatives taken in the Developed Countries,promising 1% of GNP and Independent States in the former colonies taking interest,provided funds for taking up various socio-economic projects.

The Governments desired people's participation to execute the projects,besides the concerned departments taking some interest.

Non-Governmental Organisations, with good intentions but lacking administrative skills, came up in large numbers. Thisproliferation, of NGOs, while attracting aid from Funding Agencies needed help in many fields including accountability and achieving targets.

It is to meet the needs of both Funding Agencies - be it foreign or state aided - to achieve results, the concept of harnessing "SKILLS" available in the Society was thought of. Originally called Indian Monitoring Service to draw on "SKILL BANK" was redesignated as "Programme Assessment and Development Services" and registered as a Public Trust (Charitable).

Executives of both Government Departments, Funding Agencies and NGOs are welcome to avail of this service.

Thanks to our eminent social leaders such as Justice Nittoor Srinivasa Rau, (Former Chief Justice of Karnataka), Justice D.M. Chandra Shekhar (Former Chief Justice), Dr. Sarojini Mahishi (Former Cabinet Minister- Government of India).

PADS, with its Register of over 70 professional experts can meet the needs in socio - economic field of both Funding Agencies and NGOs.

V.Lakshmipathy.

INTRODUCTION

"Non-Government Organisation (NGOs) improving performance" was the theme and formed the focus of this conference.The conference was held for two days from 21st to 22nd August 1993 at the West End Hotel,Bangalore.It was organised under the auspiceous of PADS-Programme Assesment and Development Services- Synopsis of the deliberations of the conference is presented in this report.

The inaugural address highlited the significant role the NGO's are playing in the development under taken in the country and the need for the Government to be positive and show a dynamic approach towards the efforts of the NGOs.

The initial Session was on the Role and importance of Peoples' Participation.The first speaker Mr. N.C.Nanaiah presented his experiences and perceptions on the subject,based on his field work in different parts of India. This was followed by an academician-Dr.K.M.Jayaramaiah who reviewed the need for people's participation to make development efforts effective.The third speaker Dr.G.R.Hegde reinforced the same idea and stated that there is a greater chance of achieving success and cost effectiveness.

The interaction session that followed and the experience shared by the delegates clearly indicated that people's participation in development efforts is crucial and the process of inviting people, required to be promoted, with all efforts even though it is generally recognised as an uneasy task.

Performance Assesment and Development-Means and Methods, was the sub-theme of the second session.Two speakers who had intimate knowledge by their involvement as consult-ants in Intrernational Agencies on this aspect,analysed the issues and spelt out the problems involved in Performance Assesment.The delegates were exposed to the dilemma of the different agencies concerened-the donors,the NGO's and the target group-in this all important aspect.

The success of development projects depends not only on the people's participation but also on the Staff who bring about it and operate the project at the field level as designed.

Empowerment of personnel therefore formed the theme of the third session. Management experts from training institutions and agencies operating Rural Development projects shared their views, on training of personnel and management aspects of empowerement at the field work level and also at the participants level. Two experts including the Chairman presented different facets of the theme. The interaction session that followed brought out the point that this process is not having simple solutions but never-the-less this is a critical component in development efforts.

The fourth session was on Critical Dimensions of Project Management. The first speaker identified the areas in the development efforts requiring effective management based on his filed experience. The importance of training as a management tool was highlighted by the speaker based on her field experience. The most important aspect is the group management. The dimensions involved in this aspect were critically analysed and presented by the next speaker. The last speaker highlighted some principles of group management based on his experiences abroad.

The concluding session was devoted to get suggestions for the future activities of PADS and also for making the role of NGO's more effective.

INAUGURAL SESSION

WELCOME

By Shri.V. Lakshmipathy

While extending a welcome to delegates who have come from all parts of India, he mentioned that the following have sent messages of good wishes :-

1. Lord Henry Plumb, Member of European Parliament and Chairman of IATP-Funding Agency.

2. Sir Richard Branson - Virgin Atlantic Airlines.

3. Overseas Development Instiute - London.

4.Ashoka Foundation - U.S.A. (Started by Mr.Jimmy Carter).

5. British Council, India.

He said that organising committee has tried to cover all aspects of improving performance in development. Eminent workers and specialists will give an indepth analysis and focus attention on problems and possible solutions. It is gratifying that such a large number of delegates are present. This conference would be able to come up with some useful recommendations towards more effective NGO performance in Development.

A quarterly journal and informal get-togethers of NGO's for mutual growth should be considered. PADS may provide support for this programme.

He appealed to the Chief Guest to introduce curricula on social awareness, civic sense and ethics in all High Schools. This can be supplemented with sandwitch courses of training for students during summer holidays with a stipend, which will attract students. This will enable them to develop self-confidence and motivate them to serve the society. They need not feel frustrated for not getting Government jobs. He appealed to all NGOs to serve the visually handicapped and help in post operational care to prevent disaster, the villagers are suffering. Government may even enact a Law to enable all hospitals to collect eyes and kidneys of dead patients whcih could save many lives.

He also highlighted the disgraceful and criminal activity in our society in killing female foetus. This problem should be taken up by all NGOs. Plantation industry can help to provide shelter and later employment to female children who were considered unwanted. They can thus grow in nice atmosphere and lead a good life.

Finally he Thanked the chief guest Hon. S. M. Krishna, Deputy Chief Minister for inagurating the conference and other dignitaries and the Khoday Group for Sponsor ship.

ADDRESS

BY DR.P.K.RAMAIAH

Dr. P.K. Ramaih, in his address ce the genesis of PADS and outlined the objectives of this Organisation.

Developing countries received substantial assistance for developmental programmes from donor agencies,both foreign and domestic. Both central and state governments also spend enoromous amounts for development projects. A significant part of the work in translating this assistance into useful activities of improving the standard of living of under privileged sections is carried out by voluntary agencies/NGOs, whereby people's participation to a large extent is ensured. Often Donor agencies have no means of assessing either the resources or the competence of the NGOs. This refers not only to the intentions and perspectives of the key personnel of the organisation, but also its technical and managerial capabilities, resources and contacts. No doubt some of these organisations are large, systematic and efficient. Many, however, are small, isolated and work with several handicaps. Quite often their commitment earnestness and hardwork are not matched by their social skills, organisational abilities and managerial competence. As a result, not surprisingly, goals are not attained nor targets are met. Therefore, there is a need for an organisation that could provide services to achieve desired objectives both to funding agencies and NGOs.

PADS is a professional and non-profitable trust, set-up to provide a range of such services to both donor agencies and NGOs utilising the services of a large panel of experts. The assistance consists of services in the areas of improving the Technology content, Project/Programme Management, Information Systems, Monitoring and Evaluation, Financial Management, Human Resources Development, etc.

Then Dr.Ramaiah referred to this conference and said that this conference on "Improving Performance in Development of NGOs" is desired to improve their effectiveness by focussing attention on ways to improve beneficiary involvement, performance assessment, staff development and management abilities. To achieve the above, and to analyse various issues, in depth, it was felt necessary to have a good and meaningful interaction of the various institutions like Funding Agencies, NGOs, Beneficiaries of Projects, Government Agencies and Academicians/Management Personnel in the field and hence this attempt.

(We deeply regret the sudden demise of Dr.Ramaiah- Editor)

The conference is structured to discuss some important and pertinent issues in four sessionns Viz:

1. ROLE AND PROCESS OF PEOPLE'S PARTICIPATION.

2. PERFORMANCE ASSESSEMENT AND DEVELOPMENT - MEANS AND METHODS.

3. DEVELOPMENT AND EMPOWEREMENT OF PERSONNEL - NEEDS AND OPPORTUNITIES.

4. CRITICAL DIMENSIONS OF PROJECT MANAGEMENT.

Plenary session covered the main conclusions and recommendaions at the end.

Some of the issues for consideration discussed during these sessions were:

*Methods to involve target groups of local people at different stages i.e., Awareness, Planning, Implementation, Reviewing and Evaluation.

*Leadership involvement for ensuring people's participation.

*Clarity of roles and responsibilities of local people, Development Agency, front line workers and other institutions.

*Importance of monitoring and evaluation in the context of NGO's action programme and the ways to use results of evaluation in project implementation.

*Critical areas of training of the development workers inlcuding supervisory staff - objectives and content.

*Procedure to update the Development functionaries, Agencies available for HRD of developmental workers of NGOs.

*Critical areas of project management including programme identification, formulation, execution at different levels, evaluation and the need for continuous monitoring, etc.

It was felt that the discussions at this conference would be useful for better understanding of various problems and also aid in effective implementation of the projects/programmes.

INAUGURAL ADDRESS

BY HON. SHRI.S.M.KRISHNA, DEPUTY CHIEF MINISTER, GOVT. OF KARNATAKA

Hon. Shri.S.M.Krishna delivered the inaugural address. He said that,

"this is a meaningful conference for which Trustees have made adequate efforts to get concerned persons together and it shows their convictions. Getting aid has become the order of the day and Nations are vying with one another to attract aid. The economy has to be made stable through this process which involves huge amounts. To presume that this process is easy and simplistic, is wrong. There are innumerable, invisible, natural as well as artificial barriers. This process is difficult and time consuming. Governments have to identify credible agencies.

Crux of the problem in this scenario is how the government agencies look at the NGOs and how NGOs look at the governments. Governments are suspicious and want to have NGOs under their grip and therefore, NGOs do not get willing help from governments.

After the failure of Marxist's thesis, it is now an established fact that we have to try other experiments.

Large development funds are provided to China by Western Nations. In the early 80s, when we negotiated for World Bank loans, the whole country was against the government and they focussed their arguments on the conditions imposed by World Bank. Even today these voices are there. But interdependence between nations for providing aid for overall improvement exists.

It was mentioned about the School curriculum to bring about the change in the attitude of children towards social responsbilities. Mr.Rajiv Gandhi conceived this idea and the Ministry of Education was redesignated as Human Resources Development Ministry. He had vision to forsee this need. However simple change in the name is not adequate. Bureaucrats, however, have not changed. It takes time for them to adapt to new ideas. Bureaucratic approach is 'status quo' approach. But dynamic, positive apporach is needed. 'Unigauge' approach towards development work is not appropriate for our country.

Berlin wall was struck down. Why not the wall between Bureacrats and NGOs be pulled down? The speaker stated that NGOs should get the services of PADS. Sri Krishna added that the the conference was focussing on important issues and had good agenda. He was happy to inaugurate this conference which promoted collective thinking.

He wished the conference success

SESSION - 1

Theme: **ROLE AND PROCESS OF PEOPLE's PARTICIPATION**

Chairman-**Shri M.V. Rajashekaran***

Rapporteur: **Prof. J.Srinivasmurthy****

The chairman in his introductory remarks said that People's particiopation has become relevant annd most important.It has become a key word whether at U.N.O. or in our own country at different levels. Unless people's participation is assured, no programme can achieve success. Government of India spends about Rs. Thirty thousand crores on rural development. People's participation has a vital role to play and they are equal partners as team efforts are crucial. Japan has become a leadinng country in the world because of their team effort.

Mr. N.C. Nanaiah* presented his paper. While presenting the paper he highligheted his personal experience in rural development efforts and said lack of people's participation leads to failure.Planning vertically without recognising the need to involve people is not helpful.

The speaker in his paper highlighted certain conditons for people's effective participation which include

i) Self realisation of the existing situation by the people,

ii) Existence of a competent action group to assist the people,

iii) Identification and recognition of potentionals and limitations of the people,

iv) Promotion of participatory functioning and ledereship.

He also indicated the following as the barriers in this context:

i) Incapability to organise

ii) Inability to utilise resources

iii) Lack of motivation (apathy)

iv) Interference/influence by the vested interested groups

v)Impractical theories pushed down from the top etc.

The strategies for development efforts suggested by him include:

i) Direct involvement of people through representative units at grassroot level

ii) Integration of various units horizontally and vertically

iii) Promoting local leadership and decision abilities

iv) Confidence building to accept responsibilities

v) Decentralisation of programmes and

vi) Evolving suitable indicators to measure people's participation.

It is essential that the needy people are allowed to make their own plans for development. They should be assisted in this process and helped in every manner in decision making, programming, monitoring and evalutation.Formation of committies consisting of people helps in decideing people's need to participate willingly. The outside agency (NGO) can establish credibility with these committies and the people, if they are 'non political'in their approach.Remote control in development cannot be effective and hence the workers of these agencies have to stay in the villages.Good leadership from outside generates local leadership that can take up develpoment responsibilities.People's participation is a component of development and it is not a 'cakewalk' as it involves villagers themselves selecting the committee members,holding periodical meetings and meaningful interaction among themselves.Work centered activities promote effective participation.Expert panel can assist service oriented workers.

Dr.K.M.Jayaramaiah**** next presented a review on people's participation in Rural Development Projects.The salient features of his presentation are summarised below:

NGO's have emerged all over the world and the policy makers are of the view that increased collaboration between Government Agencies and the NGO's would facilitate better development in rural areas. CAPART set up under the Department of Rural Development Government of India,is making available financial assistance to NGO's. Any proposal for promotion of people's participation in development programme qualifies for financial assistance. FAO launched people's participation programme in 1980 to meet the challenges of 1990's. The emphasis is on formation of small,informal,self reliant groups of the rural poor as a part of long term strategy to build institues to serve their interests. A FAO publication has indicated that half of the Rural Development Projects funded by World Bank were failures. People's participation in the formulation,implementation and evalutation of projects is considerd crucial for their getting the benefits of development.

Efficient use of resources, effectiveness of project, the self reliance, coverage and sustainability after withdrawal of NGO's can be ensured through meaningful people's participation.

The speaker made some suggestions for the consideration of the NGO's for promoting people's participation.

Dr.G.R.Hegde***** in his talk highlighted his field experience in promoting people's participation among the weaker sections. He defined people's participation as a process in which people are able to organise themselves and through their own organisation are able to identify their needs and responsibilites for designing, implentation and evalutation of the participative action.Participation should be dynamic, active and meaningful.To him the administrators, development agencies, research institutions, extension workers, NGO's/local organisations, pressure groups, credit agencies, women, schools, farmers,donors etc formed the group of participants.

Concept behind people's participation is an empowering process that brings out ability and capability of people to achieve the objectives of develoment and improve the quality of life. It is based on the belief that extraordinary results can be achieved by ordinary people.He said that according to their experiments, Programmes undertaken with the active participation of the people have greater chance of success and are more cost effective.The speaker indicated certain factors and problems that affect people's participation.Some of them were:

i) Tendency to leave decision making to dominant and assertive individuals results in apathy towards community participation.

ii) Customary rights, religious beliefs, socio-cultural requirements etc if neglected, while planning, upsets the implementation

iii) Lack of people's conviction

iv) Proper linkage and interaction may be missing

v) Lack of motivation

vi) Donors approach based on 'ideological' factors.

vii) Clash of interests

viii) Irrelevant technologies.

Key elements for successful participationaccording to the speaker are:

i) Immediate economic gain

ii) Needed infracture of NGO's

iii) Training of participants

iv) Structural changes in government and timely support

v) Credibility and commitment including accountability.

The speaker referred to Rural Appraisal Approach as an exellent begining in the process of people's participation.

The speaker citied the example of succeses of green revolution and white revolution due to people's efforts with the guidance of technical staff.Similar successes in afforestation, water shed management, family planning and education can come about only through 'people's participation' he opined.

---*

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** Professor of Agricultural Extension (Retd), University of Agricultural Sciences, Bangalore.

*** Managing Trustee/ Project Chairman of People's Trust.

**** Professor and Head, Dept of Agri. Extension, University of Agricultural Sciences, Bangalore.

***** Research Programme Organiser,BAIF Development Research Foundation, Dharward.

INTERACTION SESSION

The Interaction that followed the above presentations related to the following issues:

i) Lack of adequate funds for small grass root level NGO's and how to approach the funding agencies.

ii) Problem of motivating the people for participation.

iii) How to promote people's participation when development agency withdraws.

iv) Difficulty of finding field workers with adequate qualification, as they donot stay in the villages.

v) Need for developing sustainable technologies.

vi) The problem of Government and NGO's working as a team.

vii) When factions (political, caste) exist in the villages, how to achieve people's participation?

viii) Illustration of dam construction across Krishna river in Karnataka, when the beneficiaries felt the need for it and organised themselves through effective leadership.

EXPERIENCES SHARED

The delegates also shared briefly their successful experiences of people's responses to meaningful efforts.They included village development through village committees promoted by Vivekananda Samithi (West Bengal),promoting scientific awareness and temperament through local committees by Karnataka Rajya Vignana Parishath, providing training for destitute women through Vimochana, AIDS awareness programme through integrated programme of Government, Lions and Rotary Clubs.

SESSION II

Theme: **PERFORMANCE ASSESMENT AND DEVELOPMENT-MEANS AND METHODS**

Chairman :**Prof. J. Srinivasamurthy***

Rapporteur:**Dr. N. Nagaraja****

Mr. Rangarajan*** with his experience of evaluating and monitoring as well as formulating feasibilty reports for many world organisations involved in the development in the developing countries, shared his observations with the delegates. His important observations are:

Performance of an NGO depends upon the objectives and other conditions specified by the donor agencies. Objectives of donor agencies/NGO/benificiaries, must be specific, achievable, practical. Projects fail whenthey are not oriented towards felt needs. Difficulties of monitoring and evaluating the performance of the project are of varied nature. Objectives have to be compromised many times due to field situations.

Cases illustrated by the speaker highlited the problems involved in performance assesment. A UNICEF health project involved in the construction of community toilets in a village. The Donors felt that the village needed a community toilet. An NGO carried out the project with the donors's assistance. Even the children were taught the hygienic aspects and the use of toilets. When the appraisal team visited the village they noted that the physical achievement was as per the project objective. But the toilet was not used even once. On the other hand it was being used as a kitchen!

Another rural development project involved the use of mosquito nets for the control of malaria. And the nets were treated with chemicals. When the project was studied for the impact of this development effect, it was found that not even one mosquito net was used. All of them had found their way outside the project area, into markets.

It is obvious that the donor agency was genuinely cocerned with the target groups' development in the above cited cases. But the people did not consider these items of development as their need. Perhaps they had other priorities for development. Economic and welfare activities should be integrated in the development efforts. The NGO concerened had compromised to adjust to the donors' view point on the needs for other reasons. Beneficiary participation in planning and implementation will have to be part of the project design. Monitoring and evaluation should start from day one. Monitoring should be based on specific objectives. NGO's require technical assistance for social mobilisation, institutional build up, monitoring and evaluation. Donor should clearly define role, function, responsibilty and accountability of all concerned.

NGO's should encourage self help, suport local institutions through participative management, determine priorities as concieved by beneficiaries and fine tune them to the objectives of donors.

One of the important aspects is how to identify good NGO's and their track records. What criteria can be adopted to short list them? It is not easy to decide on this aspect. Donors have their own objective and approach, which may or may not be appropriate to the recipient country or the beneficiary group. The NGO's choice becomes difficult in such situations.

Another more often talked about aspect is the sustainability. Is it possible for development programmes to be viable in 365 days? This is an issue which needs serious consideration.

The speaker in his paper had also listed certain emerging issues, such as, can NGO be financially viable? Is this necessary? Can NGO be a financial intermediary?

Dr.C.K. Subramanyam**** who followed, shared his perception regarding project appraisal based on his experience while evaluating several projects in which NGO's were involved. The significant points that were presented included the following:-

Global perspectives and donor objectives are generally clear and specific. But participants in the projects operated with these objectives, have their own aspirations. It is necessary and possible to educate both the participants about the objectives of the donor agencies and draw programmes to benefit the society. Development of human element becomes important and crucial. NGO's have an enabler's role. Donor should understand the charactar of NGO and know their motivation. Many are service oriented and have been serving the people for several decades. But, NGO's have restricted technologies available with them. They should confine to definite technologies and areas.

NGO's have impressive achievements. Philosophy of the NGO is to work with the people. This provides an inbuilt mechanism of monitoring by the target group. However, an independent outside review benifits the NGO for corrective actions besides satisfying the donor. Some NGO's at the management level are also bureaucratic. They know how to present the information in very attractive way, but, both control and innovativeness is needed in NGO's.

The best way to evaluate the perfomance is by the participants themselves. But, sometimes truth is not expected to come out due to fear of denial of benifits. Both formal and informal systems of monitoring and evaluation should be built in to the project implementation process. The resource person appraising the project should have wide experience rather than have mere academic quaifications.

At the implementation stage, evaluation should be with reference to specific indicators and include the intangible benefits also. Agency involved in the appraisal should be identified by the Donors and acceptable to NGO. Its role is that of an "enabler" rather as a monitor.

Socio-Economic surveys should be conducted to identify the groups and their needs in the villages. Area of operation should be specified and should be manageable. Resource appraisal should be done including human skills. What they have? and What they can acquire? Good management of human and material availabel is necessary. Interaction with other groups is essential

Management training in the optimal use of finance and resource is also very important.

Regarding appraisal:

(1) There should be development indicators (What benefits the participants get)

(2)Appraisal team should work with the idea of facilitating to effect changes and not finding out faults only

(3) Frequency of appraisal-

(a) once before start,

(b) to helpto formulate the project,

(c) again thereafter, one year after implementation, to find out the suitability of the components, capability of the participants etc. and give the corrective measures after interactions with donors, NGO's and participants/beneficiaries.

The final appraisal should be after the completion of the project to draw lessons

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*** Consultant, International Development Agencies, Bangalore.

**** Joint Director of Agriculture (Retd), Department of Agriculture and Consultant to Development Agencies/donor agencies.

INTERACTION SESSION:

The issues raised and briefly explained by the delegates following the above presentations included certain important field oriented problems.

1. Grass root workers in the NGO are not given importance and their field problems donot recieve attention Donor Agency representatives visit.

2. In projectslike water shed development,maintance of common property resources created do not recieve as much attention as individual resource development, and people's participation is not much in evidence.

3. Cosiderable amount of time and resources are required for development efforts and it may not be cost effective in the initial stages even though in the long run it may prove cost effective.

4. People's participation can be elicited even without financial assistance when self help groups are promoted avoiding pseudo-leaders and self imposed leaders.

5. Indirect and non-tangible, but neverthless significant benefits resulting from the development efforts should be included in performance appraisal.

Experience Sharing:

1.Representative from Dharmasthala Rural Development project, Dakshina Kannada, Karnataka narrated how immunisation programme in the village, was organised.

2.Women and children programme organised in Bellary district as part of women and child welfare branch.

3.Beneficiary participation in providing transport (cart) to carry electric poles for rural electrification scheme, expedited energy supply which was not progressing as per time schedule.

Session iii

Theme: **DEVELOPMENT AND EMPOWERMENT OF PERSONNEL :**

NEEDS AND OPPORTUNITIES

Chairman: **Dr.Shailendra Vyakaranam ***
Rapporteur:**Dr.K.S.Krishna ****
Chairman in his introductory remarks said :
There is a need to view empowerment from the Indian point of view. Empowerment means enabling people to do.Society wants freedom of choice. Organisations need to progress and individuals need motivation. The processes should shift from 'Top down' to 'bottom-up'.

Personel working in NGO's require certain levels of knowledge and skills which are themselves power. NGO's may be having lot of staff, but this may not be balanced in respect of client need and their own potentialities.

NGO staff should have right balance of competency, which include :

i) expertise in the chosen field,

ii)functional knowledge and skills such as accounting, finance, project evalutation etc;

iii) personal knowledge and skills such as knowing why they are doing the particular work, ability to communicate.

Whether empowerment is realistic, is an issue which needs consideration? Founder of NGO may have lot of energy and belief in the cause, but this is likely to be shaken as the NGO grows, thereby reach a crisis of leadership. At this stage the empowerment of NGO staff may be hindered because the personality of founder may prevent delegation. Personal ambitions and motivations of the founder and the staff may not be in harmony. Finally "let go" attitude becomes more important than delegation.

Dr.T.P.Gopalaswamy***, the speaker with his experience in the field of training, drew the attntion of the delegates to some important issues such as:

i) Difficulty to maintain qualified staff since most of them get into NGO as a stop gap arrangement.
ii) Meaningful organisation studies and plan of work.
iii) NGO jumping around from one type of project to another and in the process they are overloaded with staff which becomes squarepeg in round holes.

On personnel selection, training and motivation the speaker observed that recruitment of highly motivated persons who find job satisfaction in people's development activities should be the main aim.Such persons should be trained in the following areas:- Working with people and understanding people,

- Identification of needs and aspirations of people,

- Evolving ways and means of fulfilling the needs of people,

- Formulation of projects and estimation of resources requirements,

- Implemantion of projects in a time bound manner,

- Ability to carry out mid course corrections, if need be,

- Evalutation of projects,

- Management of change.

Management approach should include delegation of authority to persons implementing the projects, promoting achiement motivation and carrier plan for the personnel engaged.

Performance audit report should indicate both physical achievements and financial resources used.NGO's should select projects which can give a permanent and on going impact.This will enhance the credibility of NGO's.

Dr.S.Pruthvish** dealt on Development and Empowerment of Personnel:

Empowerment of NGO's calls for a close look at Empowerment of management and Empowerment of personnel of NGO's apart from the primary focus of achieving empowerment of beneficiaries through them. The developing countries are in the stage of attempts at transition from institution based rehabilitation programmes to community based rehabilitation and social integration. The transition is not an easy process and needs much inputs and empowewrement of NGO's is a crucial area since qualified man power required is scarcely available and information regarding how to demistify the rehabilitation process is also limited. This has made it necessary for one to work towards man power development right from the time we establish the partnership. Inputs towards this end for rehabilitation projects have been most necessary and crucial.

Mr.Tom Thomas*** speaking on Empowerment of Personnel detailed attempts and experiences of ACTIONAID, India towards answering some of the lacunae were discussed especially focussing on :

- Project holders' workshops,

-Planning, Programming and Budgeting with the project holders,

- Exposure visits,

-Sharing through News Letters,

-Involvement of project holders in critical equities,

- Training of staff, development of curriculum and establishment of training and research centre in rehabilitation,

-Sharing of resources available amongst the projects,

-Working of resources available amongst the projects,

-Working in micro projects with macro perspctives,

-Mid-term reviews,

-Activities, work plans, monitoring and evaluation systems.

The need for and justification of, empowerment of NGO personnel can only be looked at from the point of view of their role in the process of empowering the community. Therefore when we talk of empowering the NGO personnel, we are doing so to help them empower the community. The assumption being that only an empowered/confident power person can pass on/carry forward the empowerment process.

How participatory Rural Appraisal could contribute to this empowering process can be examined?

PRA is both an attitude and a method, which helps outsiders to quickly understand village system, from the villager's point of view.

To coprehend any situation, PRA asks these basic questions.

Whose problem?
Whose analysis?
Whose solution?
Whose feedback?

The answer to all of the above need to be the CLIENT GROUP's. PRA uses this as a touchstone to measure the use fullness of any of its methods-

Methods which are designed to ensure and enhance participation by the clients group.

How does it help to empower?

The role of PRA in the process of empowerment will be better understood if one looks at SHARING OF POWER as a prerequisite for any process of empowerment.PRA emphasies the necessity of sharing of power at all levels and the methods used facilitate this. The processes are initiated and taken forward in a 'collegial ' or a 'partnership' mode thus emphasising and sharing of power. requisite for any process of empowerment.In this specific context of NGO's it would mean that PRA also helps in initiating the process of 'collegial' kind of management style-be it be, the relation ship within the NGO or between the NGO and the client group.

NGO have to behave in less autocratic ways and adopt people orientation and take orientation in a balanced way.

INTERACTION SESSION

The observations made by the delegates and the responses of the chairman related to the following:

1.Confidence building is important before giving power.Sharing power and transfer of power are two important aspects.But the means of tranfering of power is still not clear,

2. Top people are reluctant to empower the middle managers.The best talent in the organisation should be given power to operate,

3. Mutual empowerment between Donor and NGO is required,

4. How to empower poor people to have power?. Power cannot be shared, it should be seized, said delegate from Bangalore.

5. Defining empowerment of power may be difficult, however,when it happens we feel it. Self confidence is important in the cycle of empowerment.

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SESSION IV

THEME : CRITICAL DIMENSIONS OF PROJECT MANAGEMENT- ISSUES FOR CONSIDERATION

Chairman : Dr.K.R.S. Murthy*

Rapporteur : **Dr. V.L. Rao****

In his preliminary remarks, Chairman pointed out that project Management is of critical importance today. In India, Management itself is moving into project Management.For example,in the Government Steel Ministry today, there is nothing but SAIL (Steel Authority Of India Ltd.) and SAIL has now been given considerable autonomy. The Ministry has, therefore, to concentrate on SAIL projects and project Management. Similarly the Ministry of Agriculture is concerned mainly with managing the projects launched by the Ministry. The difference between Production and Project Management is disappearing.

In Japan, mass production of the same products is giving way to production of basic product in different designs in smalllots. Sophisticated technology makes it possible to manufacture different types in small batches, quickly and smoothly converting production processes from one type to another, as if each type is a project.Production Management therefore becomes more akin to Project Management.

Mr.B.R.Srihari*** at the outset compared NGO's with Government run Service Sector Organisation (SSO). SSO's generally have better infrastructure than NGO's. Some of the charecteristics of SSO's listed by the speaker:

i) SSO select the project and not the community,
ii) Lack of committment on the part of staff inspite of good pay and facilities,
iii) More concerned with spending of the money alloted than with the success of the project.

The NGO on the other hand is engaged in serving the community which has no capacity to pay for the benefits it receives. NGO suffer from the following handicaps:

i) Limited and uncertain funds,
ii) Minimum administrative staff and facilities,
iii) Poorly paid staff and have to put in long hours, often, in remote areas without adequate facilities.

The speaker outlined some of the areas requiring effective Management:

i) Beneficiaries are to be involved fully,
ii) The community has to be treated with respect, care, concern and humane approach,

iii) Development concept should be based on integrated programme approach consisting of health, nutrition, education,self-reliance, entrepreneural development etc,

iv) Management includes family inputs, monitoring, impact evaluation,involving beneficiaries and outside agencies as well as project staff,

v) Type/design of the programme should meet the needs of the community,

vi) Manage funding agencies in such a way that they understand the needs of the community and extend assistance to such projects,

vii) The NGO must be transparent so that the funding agencies/public should know that the funds are put into proper and effective use through systematic accounting and periodical auditing,

viii) Success or failure can be directly attributed to the staff who are solely responsible for impementation of programme. Hence great care has to be exercised in managing the staff. It is very difficult to mobilise Dedicated, Devoted and Disciplined staff to work in remote areas with nominal salaries,

ix)Good public relations with well wishers, donors, sympathisers, News media, Government agencies and men who matter as well as visitors.

A successful NGO's must have specialists where expertise is required, be transparent in its operation,have a philosophy of its own and must work towards the 'TOTAL DEVELOPMENT' of the community being served.

Miss Padmasini Asuri**** indicated the aspects that needs attention in training executives and other staff of NGO's:

1. The community not being homogenous, whom are we trying to reach and help?
2. Objectives of the project.
3. Defining the scale of operations and to study the implications in detail.
4. Assessing the resource base of the areas.
5. Examining what external help is needed.
6. Developing an information system which passes on necessary information down to the front line workers.
7. Evaluation in relation to the project planned and considering this process as learning and enhancement of one's capacity.
8. How to ascertain the opinion of beneficiaries?
9. Understanding ones role in organisation and not to overstep into areas outside one's own field.
10. Assesssment about the impact of the project on the quality of life of the participant.
11. Legitamisation of the project. Can they maintain and continue the project once the NGO withdraws?
12. Accountability to donors as well as to participants and social reactions to the project efforts. Will the change threaten the existing system of power structure?

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Some of the suggestions for effective management of projects made by the speaker:

a) While assesinng the resources base, one should identify the capacity and strength.

b) Effort should be made to help the community to generate its own resource base.

c) Make judicious ditribution of resources available.

d) Interaction not only within the NGO, but also between the staff and the participants should be encouraged.

e) Reporting and documenting should not be neglected.

f) Training programmes should be tailor made for each NGO, since each NGO is different from the other in many aspects.

Dr.Gopal Valecha***** presenteed the dimensions involved in Group Management. Some of the requirements for a group to become an effective team were outlined:

1. Right selection of member. Members should have knowledge of the job to be carried out and the ability to understand the others' point of view.

2. The team must be egalitarian. Even though hierarchial levels exist within the groups the psychological approach of the team members should be at an equal level.

3. Two sets of attributes should be considered while selecting a member for a team:

a) One relating to the task- timely performance, concern for qualiity, technical results, solving problems, understanding the mission.

b) The other relates to relationships which include trust, communication, effectiveness, capacity conflict resolution, support, interdependance, empathy and egalitarian outlook.

The speaker identified the barriers for effective team performance as

i) Different points of view,
ii) Role conflict,
iii) Implicit power struggle and Ego,
iv) Tendency to group think.

Training for effective team work should focus on:

1. expertise plus empathy

2. inter personal skills such as listeening, assertiveness and open mindedness etc.

3. Appreciating the role of the leader (even one without formal authority) who must lead by giving a sense of direction, setting limits and giving the members of the team, the freedom to act within these limits.

Effectiveness of a group may be gauged on the following terms(scoring on 5 points scale):

1. Group purpose,
2. Psychological involvement,
3. Psychological freedom,
4. Use of one's own skill and talents,
5. Supporting each other,
6. Open and free discussion,
7. Conflicts avoided and
8. Influencee on decision.

Dr.V.L.Rao, rapporteur of the session four, gave examples from his experience of working in Japan indicating trust begets trust and distrust begets distrust and withdrawal, when it concerns the leader and group members. Once the group has become a team, it operates effectively even in the absence and without the directions of the leader.

INTERACTION SESSION

The issues shared by the delegates included:

i) Cultural compatability of the programme is missing. When the target group is agricultural labour, the programme is on sericulture which requires enterprenuers to manage the enterprise.

ii) Mushroom like growth of NGO's may not be conducive.

There is a need for some corrective measures.

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CONCLUDING SESSION

Chairman: **Dr. R. Dwarakinath***

Rapporteur: **Dr. N. Nagaraj****

After the presentation of brief reports on the four sessions held, the delegates made suggestions about the future programme and provided feed back ont he conference deliberations.

SUGGESTIONS ABOUT FUTURE ACTIVITIES OF PADS:

1. Circulating the highlights of the proceedings and continuation of such programmes by PADS.

2. All India seminar on NGOs need to be organised. Grass root NGOs should be involved to discuss their problems and evolve guide lines. The next session be held in a rural area.

3. PADS should continue such programmes in other parts of the country and also conduct periodical workshops.

4. PADS should operate as an umbrella agency for the whole country.

5. A directory of Donor agencies with level of funding be prepared and it should include the area of operation etc.

6. Adirectory of volunteers who have been serving with their specialisation would be useful.

7. PADS shold emerge as a force to help restore the earlier culture of NGOs which was dedicated service.

8. PADS sholud have continuous interaction with Government agencies particularly Home Ministry other departments.

9. Social auditing of NGOs through general and special questionnaires developed by PADS should be undertaken.

10.Networking of Donor and other agencies has been achieved to some extent, but it should be continued. This networking needs to be done at Taluk level.

(Checklist of NGOs to be maintained)

11.Recognise the good work done by the people/organisations. News letter to circulate the succes annd failure and the reasons. It should not be routine but informative and practical.

12. Most small NGOs have problems in preparing the project propasals as technical expertise is lacking with them. PADS should guide and indicate appropriate funding agenc ies.

13. PADS should evolve its own package for providing training on interpersonal aspects.

14. PADS should concentrate on attitude change among the NGOs about government and rural personnel.

15. PADS should maintain a directory of experts and their pecialisation especially on planning, monitoring etc.

16.PADS may conduct research to identify projects which have attained sustainability.

17.PADS should evolve a checklist of criteris to determine the eligibility to receive funds/grants.

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GENERAL OBSERVATION BY THE PARTICIPANTS ON NGO's AND THEIR FUNCTIONS

1. NGOs are not brokers but agents of change.

2. Academicians expression on mushrooming of NGO's is not fair. NGOs operate at village level with limited area and hence there is a need for a large number of grass-root level organisations. Government of India supports this growth.

3. NGO is a part of the social mileau and the feelings indicated by the NGOs reflect the people's feeling.

4. NGOs need to be classified as business/commercial organisations. .

5. If NGO is more structured it gets alienated from the people. It should be flexible and informal.

6. Problems faced by grass-root NGOs are many and they cannot provide such facilities as mobility to its workers.

7. All the NGOs should form an association to make their work easy.

8. It would be benificial to use the services of ex- servicemen at the taluk level because of their eduaction, dediction and leadership quality.

9. NGOs should get expert guidence and even such facilities as remote sensing for watershed and waste devolpment projects.

10. NGOs can get assistance from Family Planning Association of India, which is keen on promotinng this devlopmental programme and which is an urgent need in rural areas.

11. NGOs should have projects for generating more employment particularly self-employment.

FEED BACK ON THE ORGANISATION OF CONFERENCE HELD

1. Papers/abstracts should have been circulated before.
2. The confernce has enlightened the academicians.
3. Response of NGOs to the conference is good.
4. Conference could have been divided into subgroups for deliberations.
5. Several concepts were made very clear at the conference.

CONCLUDING REMARKS

BY

Dr. P.K. RAMAIAH

Dr. Ramaiah began by noting that the participation of NGOs at the conference exceed 50% and that is exactly how the Conference Committe had planned it.

He pointed out that PADS is not an NGO. It is only a service organisation which will assist Donors or NGO's or Government organisations in ensuring right technical or proffessional inputs.Though PADS Trust had only seven trustees, PADS has on its panel more than sixty experts in diverse fields, all of whom have distinguished themselves. PADS was ready to assist NGOs as well as funding agencies.

He thanked the many participants who had made a number of suggestions for the future activities of PADS. However some of the suggestions were difficult to implement at this stage. For example, net-working at taluk, District, State and National levels would require substantial resources.

He felt that PADS could take up the following activities among those suggested :

1.Conduct workshops (say one or two in a year) on subjects such as staff motivation, identifying problems, formulating projects, implementation methods etc;

2.initate networking,

3.Act as a clearing house for information for NGOs on funding agencies, or on types of projects in a particular region, for funding agencies,

4.Newsletterof practical typeforNGO'sandother voluntary agencies. Eventually PADS could operateasan umbrellaorganisation, but this would happenonlyafter NGO'sandfunding agencies had developedconfidencein PADS.

The organising committee of PADS had worked hard for this Conference and is happy that what was planned has been achieved. On behalf of PADS and himself, he expressed his thanks and joy at the success achieved, which was mainly due to so many of the participants sharing their experiences.

CHAIRMAN'S CONCLUDING ADDRESS

Dr.R.Dwarakinath, Chairman, PADS, spoke as follows :

" This conference spread over two days became possible due to the foresight, inspiration, support and confidence of Mr.V.Lakshmipathy. He arrived from Cambridge two months ago with a firm idea about having a conference in two months, got the organisors committed to the idea and has made this a reality. In organising this conference, Mr.Lakshmipathy tapped the generosity of the House of Khodays. I would request Mr. Jagannath Rao who is here, to kindly convey to Mr. Srihari Khoday and his brothers our deepest appreciation for their kindness and generosity.The house of Khodays has a well deserved reputation for encouraging and r vating a number of organisations which are playing important roles in the country today.

My motivation in joining PADS, is that I have come tobelieve that all the solutions to the problems of our poeople cannot come only from elevated democratic organisations.Democratic organisations have lofty ideas but not such lofty achievements. At ground level,people must take up the solutions of their problems with their own efforts. Voluntary organisations are a result of this kindofefforts. Ourproblemsare numerous. Many of them

can be solved only through fosteringand encouranging

people's initativeand capability.

PADS will help in making such voluntary organisations perform a little better. In formulating the issues for consideration at this conference, we felt that the most important one is that of getting people involved in a project at the very begining, in identifying the project and its objectives, in participating in its implementation, and enjoying the successful results of their effort. Only wwhen the people are involved in this way the NGO can withdraw after the completion of project with confidence that, the local people will make sure that the project is maintained properly.When people paticipate successfully in projects, human resources are developed. The objective is to encourage people's ability to take care of their problems.

Monitoring of performance is often not done systematically, regularly and transparently. Not only the donors but NGO's and participants must review implementation periodically, identify success and failure and draw the appropriate lessons. This we felt was a major issue and needs consideration.

Many voluntary organisations are small and donot have the opportunityof interacting with others and learning from their experience. The staff of such NGO's need professional help in developing their capabilities. We therefore felt that this issue needed to be examined.

Since the whole purpose of NGO's is to engage in projects of different kinds, we felt that examination of the critical dimensions of Project Management is an important issue.

I am over whelmed by the unity of thought, unanimity of outlook and consensus on the action needed. Let us keep in contact with one another. We may not be able to do all the big things that have been suggested. But those that are possible we will follow up. This is not the END but the BEGINNING.

It has been pointed out that a five star hotel may not be the appropriate venue for a conference of this type. Future interactions can be done in modest surroundings more econonomically. We shall not sacrifice interaction because of cost but we may ask you to share a portion of beginning of a continuous interaction between PADS, Donor Agencies, Voluntary Organisations, Beneficiaries and others involved in the development of our people".